

# 2006 Organizational Satisfaction Survey (OSS)

## ***Results***

*TSA Overall*

2006

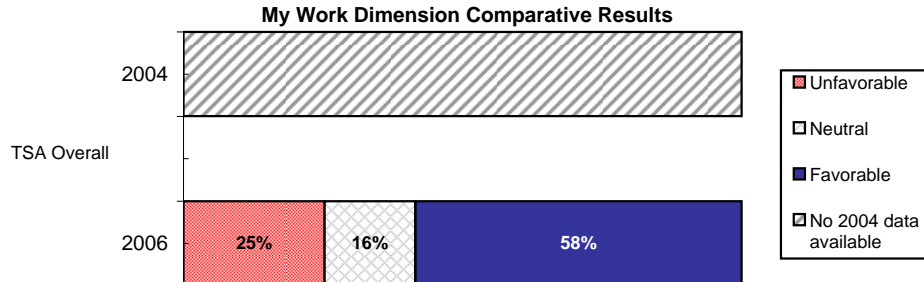


**Transportation  
Security  
Administration**

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# TSA Overall

## Personal Experiences: Dimension Summary My Work



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874		Response Rate = 36%				
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
1. I know how my work relates to TSA's goals and priorities.	2004 2006	*N/A 2%	*N/A 3%	*N/A 5%	*N/A 42%	*N/A 49%	*N/A 91%	2004 2006
2. The work I do is important.	2004 2006	*N/A 1%	*N/A 1%	*N/A 3%	*N/A 28%	*N/A 67%	*N/A 95%	2004 2006
3. I like the kind of work I do.	2004 2006	7% 3%	7% 6%	17% 12%	44% 39%	24% 40%	69% 79%	2004 2006
4. I am given a real opportunity to improve my skills in my organization.	2004 2006	24% 16%	28% 24%	18% 18%	24% 29%	6% 12%	30% 41%	2004 2006
5. My organization has prepared employees for potential security threats.	2004 2006	*N/A 8%	*N/A 17%	*N/A 15%	*N/A 45%	*N/A 15%	*N/A 60%	2004 2006
6. My work gives me a feeling of personal accomplishment.	2004 2006	20% 8%	17% 12%	17% 16%	35% 40%	13% 24%	47% 64%	2004 2006
7. I have enough information to do my job well.	2004 2006	7% 4%	15% 12%	16% 13%	52% 50%	10% 20%	62% 70%	2004 2006
8. My job makes good use of my skills and abilities.	2004 2006	29% 18%	25% 22%	14% 15%	26% 31%	7% 13%	32% 44%	2004 2006
9. I find my work challenging and interesting.	2004 2006	*N/A 9%	*N/A 15%	*N/A 20%	*N/A 38%	*N/A 18%	*N/A 56%	2004 2006
10. I feel that my work is valued by TSA.	2004 2006	*N/A 21%	*N/A 21%	*N/A 18%	*N/A 28%	*N/A 12%	*N/A 40%	2004 2006
11. I am proud to work for TSA.	2004 2006	*N/A 6%	*N/A 9%	*N/A 19%	*N/A 37%	*N/A 30%	*N/A 67%	2004 2006
12. I feel that employees hold themselves accountable for meeting high standards.	2004 2006	*N/A 12%	*N/A 24%	*N/A 21%	*N/A 33%	*N/A 10%	*N/A 44%	2004 2006
13. I feel that employees demonstrate the courage to do the right thing in difficult situations.	2004 2006	*N/A 6%	*N/A 14%	*N/A 19%	*N/A 47%	*N/A 14%	*N/A 61%	2004 2006

Denotes an increase in favorable responses for your data from 2004 to 2006  
 \*N/A = No comparable item on 2004 survey  
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# TSA Overall

## Personal Experiences: Dimension Summary My Work

		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874      Response Rate = 36%						
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
14. I feel that employees conduct themselves in an ethical and honest manner.	2004 2006	*N/A 7%	*N/A 13%	*N/A 19%	*N/A 47%	*N/A 13%	*N/A 60%	2004 2006
15. Information to enhance my skills, abilities and career development is made available.	2004 2006	25% 12%	30% 21%	21% 19%	21% 38%	3% 11%	24% 48%	2004 2006
16. I have convenient access to the Internet or TSA Intranet for the purpose of accessing TSA information and/or policy documents.	2004 2006	18% 16%	18% 18%	14% 10%	41% 35%	10% 21%	50% 56%	2004 2006
17. I would rate TSA as a good place to work, compared to other organizations.	2004 2006	23% 16%	34% 20%	30% 23%	10% 30%	3% 11%	13% 41%	2004 2006
18. TSO Only: TSA Standard Operating Procedures (SOP) are clear, concise, and easily applied to my daily function as a TSO.	2004 2006	20% 14%	27% 27%	14% 15%	32% 35%	6% 9%	38% 45%	2004 2006
19. TSO Only: Re-classifying the Screener job position to Transportation Security Officer is likely to have a positive impact on my career.	2004 2006	*N/A 11%	*N/A 16%	*N/A 32%	*N/A 27%	*N/A 15%	*N/A 41%	2004 2006

Denotes an increase in favorable responses for your data from 2004 to 2006

\*N/A = No comparable item on 2004 survey

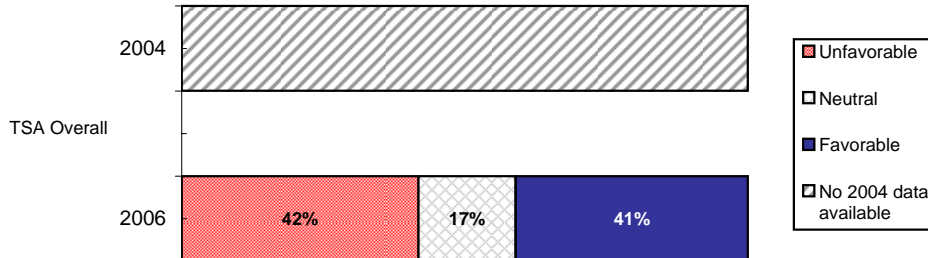
X = No 2004 data available

Note: Items 20-25 were for FAM Service only

# TSA Overall

## Personal Experiences: Dimension Summary Work Unit Experiences

Work Unit Experiences Dimension Comparative Results



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874    Response Rate = 36%						
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
26. My work unit is able to recruit people with the right skills.	2004 2006	*N/A 17%	*N/A 27%	*N/A 28%	*N/A 23%	*N/A 4%	*N/A 27%	2004 2006
27. Promotions in my work unit are based on merit.	2004 2006	*N/A 42%	*N/A 26%	*N/A 16%	*N/A 13%	*N/A 3%	*N/A 17%	2004 2006
28. The people I work with cooperate to get the job done.	2004 2006	5% 6%	9% 11%	10% 16%	57% 50%	19% 17%	76% 67%	2004 2006
29. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	2004 2006	*N/A 32%	*N/A 28%	*N/A 16%	*N/A 20%	*N/A 5%	*N/A 24%	2004 2006
30. In my work unit, differences in performance are recognized in a meaningful way.	2004 2006	*N/A 30%	*N/A 30%	*N/A 20%	*N/A 17%	*N/A 3%	*N/A 20%	2004 2006
31. Work schedules in my work unit are assigned fairly.	2004 2006	*N/A 19%	*N/A 16%	*N/A 17%	*N/A 37%	*N/A 11%	*N/A 48%	2004 2006
32. My work unit effectively utilizes part-time workers.	2004 2006	*N/A 17%	*N/A 21%	*N/A 20%	*N/A 35%	*N/A 8%	*N/A 42%	2004 2006
33. My work unit is adequately staffed.	2004 2006	*N/A 40%	*N/A 31%	*N/A 9%	*N/A 17%	*N/A 3%	*N/A 20%	2004 2006
34. In my work unit, employees generally take unscheduled leave only when absolutely necessary.	2004 2006	*N/A 17%	*N/A 24%	*N/A 21%	*N/A 30%	*N/A 9%	*N/A 39%	2004 2006
35. In my work unit, employees generally report to work on time.	2004 2006	*N/A 4%	*N/A 7%	*N/A 9%	*N/A 60%	*N/A 19%	*N/A 80%	2004 2006
36. I am satisfied with the quality of work done by my work unit.	2004 2006	*N/A 6%	*N/A 12%	*N/A 18%	*N/A 49%	*N/A 16%	*N/A 64%	2004 2006

Denotes an increase in favorable responses for your data from 2004 to 2006

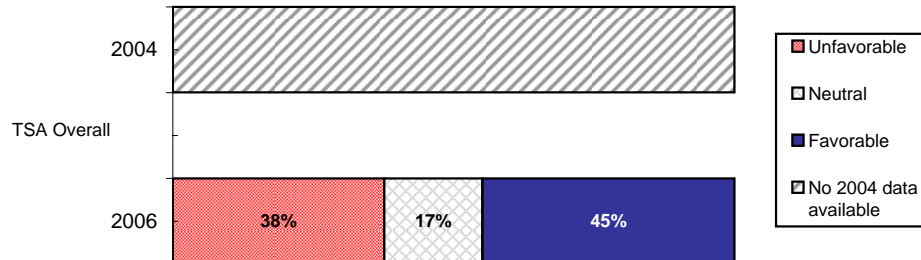
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# TSA Overall

## Personal Experiences: Dimension Summary Leadership Experiences

Leadership Experiences Dimension Comparative Results



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874 Response Rate = 36%						
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
37. I have a high level of respect for my organization's senior leaders.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	27%	22%	18%	23%	10%	32%	2006
38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	33%	27%	19%	16%	5%	22%	2006
39. My managers spend time in the workplace/office interacting with employees.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	29%	23%	15%	25%	8%	33%	2006
40. My managers have sufficient technical knowledge to make decisions that impact operations.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	22%	20%	19%	31%	9%	40%	2006
41. My supervisor/managers have the authority to resolve workplace issues.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	11%	14%	16%	48%	11%	59%	2006
42. My supervisor has the technical knowledge to understand my job requirements.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	8%	9%	13%	52%	18%	70%	2006
43. My supervisor has the authority to make decisions that impact operations.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	10%	17%	15%	45%	14%	58%	2006
44. When I raise a workplace issue, it is dealt with in a responsible and respectful manner.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	20%	22%	21%	30%	8%	38%	2006
45. In general, I feel that my managers are held accountable for achieving positive results.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	22%	20%	20%	30%	9%	38%	2006
46. My performance appraisal is a fair reflection of my performance.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	16%	16%	16%	38%	13%	51%	2006
47. Discussions with my supervisor/team leader about my performance are worthwhile.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	14%	17%	23%	35%	11%	46%	2006
48. Overall, I feel my immediate supervisor/team leader does a good job.	2004	16%	16%	26%	27%	15%	41%	2004
	2006	11%	13%	17%	41%	18%	60%	2006
49. I feel able to raise issues or concerns to management without negative consequences.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	26%	21%	16%	27%	10%	36%	2006

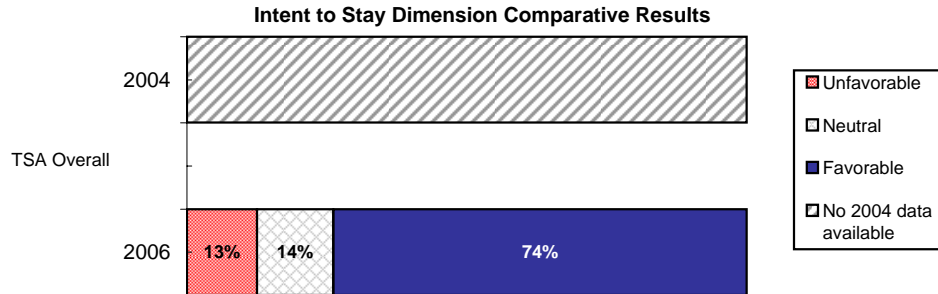
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# TSA Overall

## Personal Experiences: Dimension Summary Intent to Stay



TSA Overall Response Breakout						Percent Favorable	
Total Respondents = 17874      Response Rate = 36%							
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	
50. I am likely to stay at TSA for the next 12 months.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A
	2006	10%	7%	14%	33%	37%	69%
51. I am likely to retire from TSA in the next 12 months.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A
	2006	53%	26%	14%	3%	4%	79%

\*N/A = No comparable item on 2004 survey

# TSA Overall

## Personal Experiences: Communication

52. Employees have different sources of information about what is going on in the organization. Please look at the following list and select the primary source you use to obtain information (select only one):

		Primary Source Used
Your immediate supervisor	2004 2006	*N/A 39%
Group meetings/briefings with management/leaders	2004 2006	*N/A 31%
TSA Weekly	2004 2006	*N/A 3%
TSA broadcast messages	2004 2006	*N/A 6%
TSA intranet	2004 2006	*N/A 6%
Internet	2004 2006	*N/A 4%
Mass media (newspapers, magazines, TV, radio)	2004 2006	*N/A 10%
Local newsletters or bulletin boards	2004 2006	*N/A 2%

53. For each of these sources of information, indicate your satisfaction with the quality of the information you receive from:

		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874      Response Rate = 36%						
		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	TSA Overall	
Your immediate supervisor	2004 2006	*N/A 9%	*N/A 13%	*N/A 16%	*N/A 42%	*N/A 19%	*N/A 61%	2004 2006
Group meetings/briefings with management/leaders	2004 2006	*N/A 17%	*N/A 20%	*N/A 19%	*N/A 35%	*N/A 9%	*N/A 43%	2004 2006
TSA Weekly	2004 2006	*N/A 7%	*N/A 11%	*N/A 39%	*N/A 38%	*N/A 5%	*N/A 42%	2004 2006
TSA broadcast messages	2004 2006	*N/A 9%	*N/A 11%	*N/A 38%	*N/A 37%	*N/A 6%	*N/A 43%	2004 2006
TSA intranet	2004 2006	*N/A 9%	*N/A 11%	*N/A 34%	*N/A 38%	*N/A 7%	*N/A 45%	2004 2006
Internet	2004 2006	*N/A 7%	*N/A 9%	*N/A 38%	*N/A 39%	*N/A 7%	*N/A 46%	2004 2006
Mass media (newspapers, magazines, TV, radio)	2004 2006	*N/A 14%	*N/A 21%	*N/A 40%	*N/A 22%	*N/A 3%	*N/A 25%	2004 2006
Local newsletters or bulletin boards	2004 2006	*N/A 11%	*N/A 17%	*N/A 43%	*N/A 26%	*N/A 3%	*N/A 29%	2004 2006

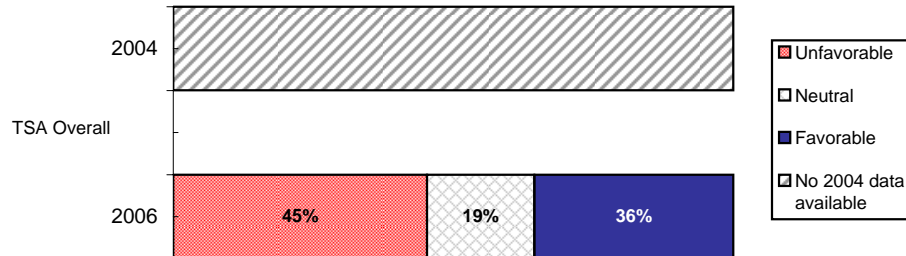
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# TSA Overall

## Personal Experiences: Dimension Summary Job Satisfaction

Job Satisfaction Dimension Comparative Results



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874      Response Rate = 36%						
		Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	TSA Overall	
54. Overall, how satisfied are you with your involvement in decisions that affect your work?	2004	28%	33%	19%	17%	3%	19%	2004
	2006	23%	27%	20%	24%	7%	30%	2006
55. Overall, how satisfied are you with the training you receive for your present job?	2004	11%	19%	23%	40%	6%	47%	2004
	2006	14%	20%	17%	39%	10%	49%	2006
56. Overall, how satisfied are you with the recognition you receive for doing a good job?	2004	35%	29%	16%	16%	3%	19%	2004
	2006	33%	25%	16%	20%	6%	26%	2006
57. Overall, how satisfied are you with your pay?	2004	17%	30%	22%	27%	4%	31%	2004
	2006	23%	28%	17%	27%	5%	32%	2006
58. Overall, how satisfied are you with your total benefits program?	2004	10%	19%	36%	27%	8%	35%	2004
	2006	13%	21%	20%	39%	8%	46%	2006
59. Overall, how satisfied are you with your organization?	2004	23%	33%	19%	22%	3%	25%	2004
	2006	17%	22%	23%	32%	6%	38%	2006
60. Overall, how satisfied are you with your job?	2004	15%	27%	23%	30%	6%	35%	2004
	2006	9%	14%	19%	45%	14%	59%	2006
61. Overall, how satisfied are you with your opportunity to get a better job in your organization?	2004	42%	28%	17%	11%	2%	13%	2004
	2006	36%	26%	19%	16%	4%	19%	2006
62. Overall, how satisfied are you with the policies and practices of TSA's senior leaders?	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	34%	25%	22%	17%	3%	20%	2006

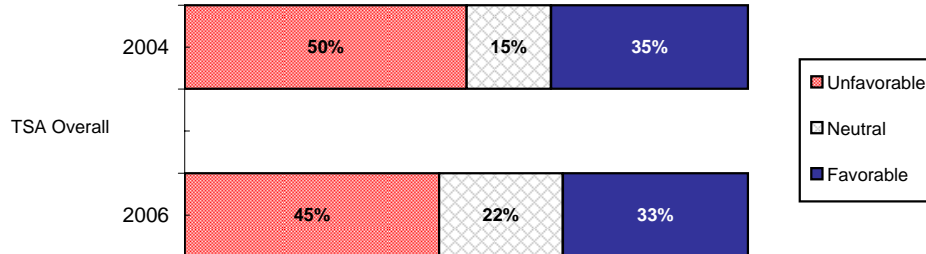
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# TSA Overall

## Organizational Experiences: Dimension Summary Leadership and Quality

Leadership and Quality Dimension Comparative Results



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874    Response Rate = 36%						
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
63. Managers communicate TSA's mission, vision and values.	2004	19%	25%	14%	33%	9%	42%	2004
	2006	17%	22%	21%	34%	7%	41%	2006
64. Employees have an understanding of TSA's mission, vision, and values.	2004	8%	12%	15%	46%	18%	64%	2004
	2006	5%	12%	18%	55%	10%	65%	2006
65. Managers demonstrate that quality is important in day-to-day operations.	2004	25%	28%	13%	25%	9%	34%	2004
	2006	18%	24%	20%	31%	7%	38%	2006
66. Managers let employees know how their work contributes to TSA's mission and goals.	2004	25%	27%	14%	27%	8%	34%	2004
	2006	20%	28%	22%	24%	5%	29%	2006
67. Managers follow up on employee suggestions for improvements in services, products, and work processes.	2004	36%	28%	15%	16%	4%	21%	2004
	2006	29%	28%	21%	18%	4%	22%	2006
68. Managers set challenging and attainable performance goals.	2004	25%	27%	22%	21%	5%	26%	2004
	2006	23%	26%	27%	20%	4%	23%	2006
69. Managers lead by example through modeling desired practices and standards (e.g., delivering on commitments, being honest and fair, demonstrating Model Workplace behaviors).	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	35%	23%	18%	19%	5%	24%	2006
70. Managers care about their employees.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	30%	21%	20%	23%	6%	29%	2006
71. Managers take appropriate action to address employee issues.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	27%	26%	21%	22%	5%	27%	2006
72. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	20%	19%	33%	24%	5%	28%	2006

Denotes an increase in favorable responses for your data from 2004 to 2006

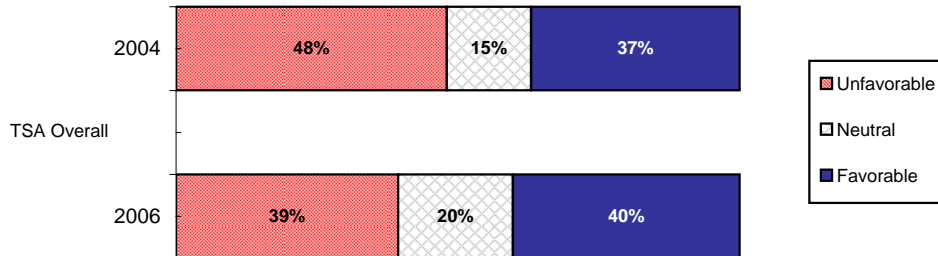
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# TSA Overall

## Organizational Experiences: Dimension Summary Training/Career Development

Training/Career Development Dimension Comparative Results



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874      Response Rate = 36%						
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
73. Employees receive the training they need to perform their jobs.	2004	12%	18%	10%	44%	15%	59%	2004
	2006	9%	17%	15%	48%	11%	59%	2006
74. Employees are provided with training that enhances their career advancement opportunities.	2004	32%	29%	13%	20%	6%	26%	2004
	2006	23%	32%	20%	21%	5%	25%	2006
75. Education and training programs are developed based on an assessment of employees' training needs.	2004	30%	30%	18%	18%	4%	22%	2004
	2006	20%	28%	25%	23%	4%	27%	2006
76. Employees are provided with training when new technologies and tools are introduced.	2004	13%	18%	18%	42%	9%	51%	2004
	2006	12%	17%	19%	44%	8%	52%	2006
77. Employees receive training and guidance in providing high-quality customer service.	2004	19%	25%	18%	31%	8%	38%	2004
	2006	16%	24%	23%	31%	6%	37%	2006

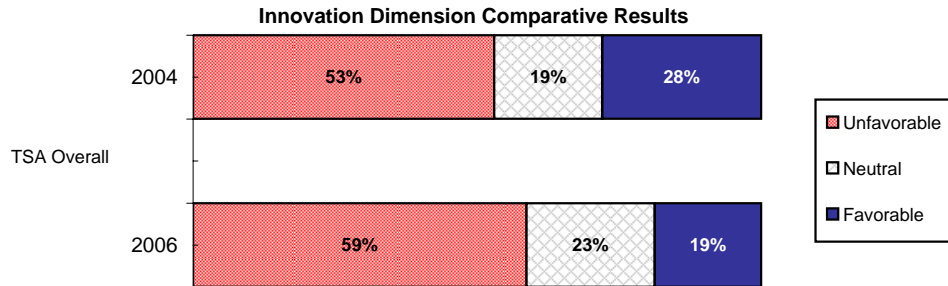
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X = No 2004 data available

# TSA Overall

## Organizational Experiences: Dimension Summary Innovation



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874		Response Rate = 36%				
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
78. Creativity and innovation are rewarded.	2004	38%	33%	15%	11%	3%	14%	2004
	2006	29%	33%	23%	13%	2%	15%	2006
79. Employees are encouraged to be innovative, even if it means taking some calculated risks.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	34%	36%	19%	9%	1%	10%	2006
80. Managers are receptive to change.	2004	34%	24%	19%	19%	4%	22%	2004
	2006	32%	28%	22%	15%	2%	18%	2006
81. Supervisors/team leaders are receptive to change.	2004	26%	25%	19%	26%	5%	31%	2004
	2006	19%	22%	24%	30%	4%	34%	2006
82. New practices and ways of doing business are encouraged.	2004	27%	31%	22%	16%	4%	20%	2004
	2006	27%	31%	25%	14%	2%	17%	2006

Denotes an increase in favorable responses for your data from 2004 to 2006

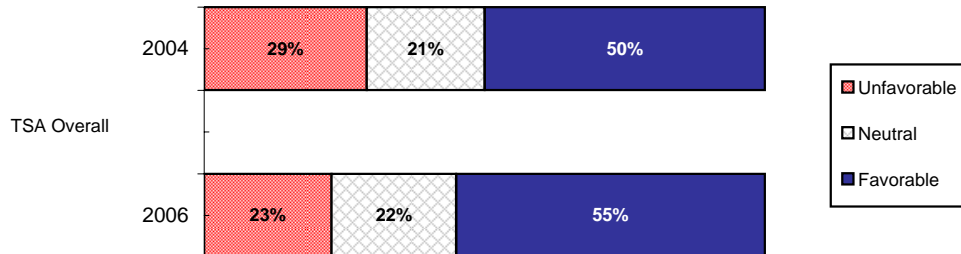
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# TSA Overall

## Organizational Experiences: Dimension Summary Customer Orientation

Customer Orientation Dimension Comparative Results



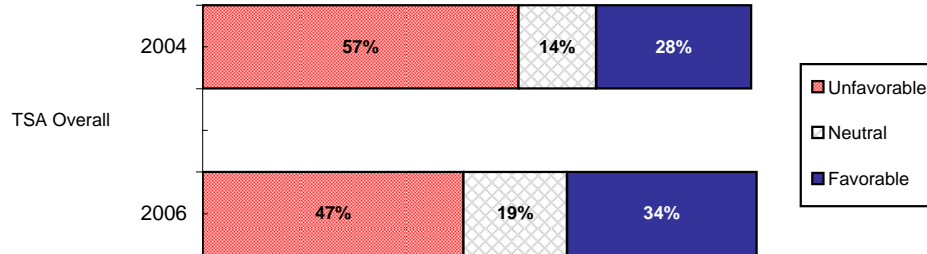
		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874			Response Rate = 36%			
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
83. TSA provides "world-class" security to the traveling public as described in our mission, vision and values.	2004	8%	20%	18%	42%	11%	54%	2004
	2006	8%	15%	19%	44%	15%	58%	2006
84. TSA provides "world-class" customer service to the traveling public through its people, processes, and technologies.	2004	6%	16%	21%	45%	12%	57%	2004
	2006	7%	15%	22%	43%	13%	56%	2006
85. TSA employees present a professional image that reflects a "world-class" security agency.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	8%	16%	21%	43%	11%	54%	2006
86. TSA's customers are satisfied with the services and products TSA provides.	2004	5%	14%	30%	44%	8%	51%	2004
	2006	5%	14%	29%	44%	7%	51%	2006
87. In your organization, employees have a good understanding of who their customers are.	2004	3%	6%	8%	56%	28%	83%	2004
	2006	4%	8%	12%	59%	18%	77%	2006
88. In your organization, customer needs and expectations are considered when designing services, work processes and products.	2004	9%	19%	25%	40%	7%	47%	2004
	2006	7%	15%	24%	44%	10%	54%	2006
89. In your organization, customers are informed about the process for seeking assistance or providing feedback about services and products.	2004	7%	13%	16%	51%	13%	64%	2004
	2006	6%	15%	24%	46%	9%	55%	2006
90. In your organization, there are well-defined systems for linking customers' feedback to employees who can act on this information.	2004	21%	30%	22%	22%	5%	27%	2004
	2006	14%	26%	28%	26%	5%	32%	2006

Denotes an increase in favorable responses for your data from 2004 to 2006  
 \*N/A = No comparable item on 2004 survey  
 X = No 2004 data available

# TSA Overall

## Organizational Experiences: Dimension Summary Fairness and Treatment of Others

Fairness and Treatment of Others Dimension Comparative Results



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874		Response Rate = 36%				
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
91. Employees treat each other with respect.	2004	17%	24%	17%	36%	6%	42%	2004
	2006	9%	18%	19%	46%	7%	54%	2006
92. Disciplinary actions are applied fairly to employees.	2004	41%	26%	11%	17%	5%	21%	2004
	2006	30%	29%	16%	20%	4%	25%	2006
93. The distribution of work among employees is fair.	2004	31%	26%	11%	27%	5%	33%	2004
	2006	22%	26%	15%	31%	5%	36%	2006
94. Training and career development opportunities for employees are allocated fairly.	2004	36%	26%	15%	20%	4%	24%	2004
	2006	25%	26%	20%	26%	5%	30%	2006
95. Disputes or conflicts (e.g., between co-workers, management and employees) are resolved fairly.	2004	30%	25%	20%	21%	4%	25%	2004
	2006	25%	25%	24%	22%	4%	26%	2006

Denotes an increase in favorable responses for your data from 2004 to 2006

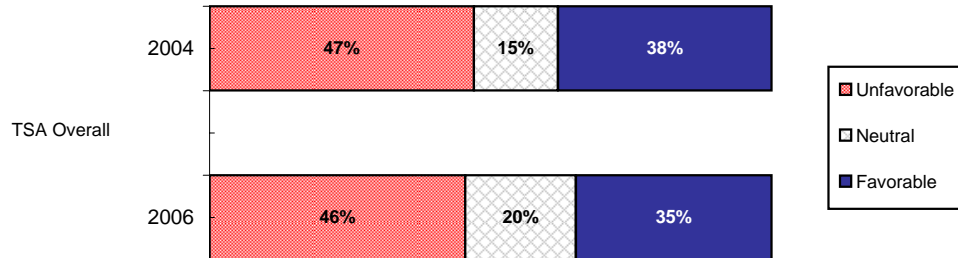
\*N/A = No comparable item on 2004 survey

X = No 2004 data available

# TSA Overall

## Organizational Experiences: Dimension Summary Organizational Communication

Organizational Communication Dimension Comparative Results



TSA Overall Response Breakout							Percent Favorable
Total Respondents = 17874				Response Rate = 36%			
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall
96. Managers keep employees informed about the organization's conditions and operations, as well as the choices it faces (e.g., budgetary issues, reorganizations).	2004	29%	25%	13%	27%	6%	33%
	2006	25%	28%	18%	24%	5%	29%
97. Managers/supervisors promote an environment of open communication across their organization.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A
	2006	24%	25%	19%	27%	5%	32%
98. Managers/supervisors promote an environment of knowledge sharing across their organization.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A
	2006	19%	25%	24%	27%	4%	32%
99. Essential policies and procedures are clearly communicated to employees.	2004	36%	32%	15%	14%	2%	17%
	2006	12%	19%	18%	44%	7%	52%
100. Employees are kept well-informed of issues affecting their jobs.	2004	22%	27%	12%	32%	7%	39%
	2006	16%	26%	21%	32%	6%	38%
101. There is communication among the various levels within the organization.	2004	38%	28%	13%	18%	3%	21%
	2006	28%	27%	20%	22%	4%	26%

Denotes an increase in favorable responses for your data from 2004 to 2006

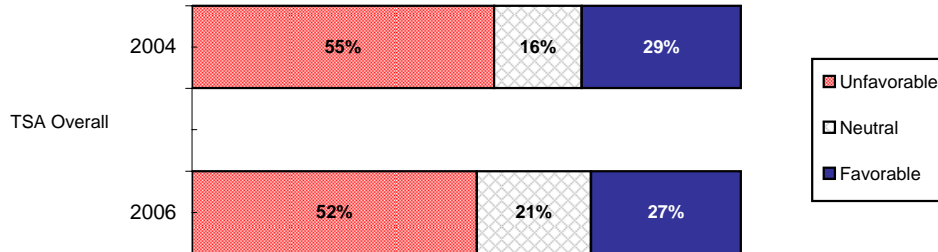
\*N/A = No comparable item on 2004 survey

X = No 2004 data available

# TSA Overall

## Organizational Experiences: Dimension Summary Employee Involvement

Employee Involvement Dimension Comparative Results



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874		Response Rate = 36%				
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
102. Managers provide an environment that supports employee involvement, contributions, and teamwork.	2004	36%	26%	16%	18%	4%	22%	2004
	2006	23%	26%	23%	25%	4%	29%	
103. Supervisors/team leaders ask for employees' ideas and opinions before making important work decisions.	2004	35%	29%	14%	18%	4%	22%	2004
	2006	28%	30%	17%	21%	4%	25%	
104. Supervisors/team leaders provide employees with the opportunity to demonstrate their leadership skills.	2004	22%	23%	16%	32%	7%	38%	2004
	2006	20%	21%	19%	33%	6%	39%	
105. Employees are involved in improving the quality of services, work processes and products.	2004	24%	32%	17%	23%	4%	26%	2004
	2006	20%	29%	24%	23%	3%	27%	
106. Employees have a feeling of personal empowerment in their jobs (e.g., workplace improvements).	2004	37%	33%	15%	13%	2%	16%	2004
	2006	30%	33%	21%	14%	2%	16%	

Denotes an increase in favorable responses for your data from 2004 to 2006

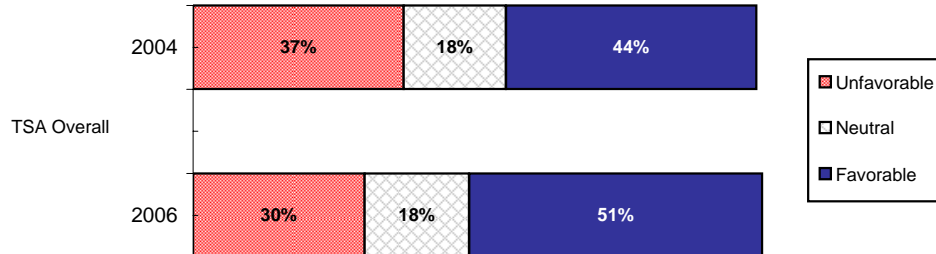
\*N/A = No comparable item on 2004 survey

X = No 2004 data available

# TSA Overall

## Organizational Experiences: Dimension Summary Use of Resources

Use of Resources Dimension Comparative Results



			TSA Overall Response Breakout					Percent Favorable	
			Total Respondents = 17874			Response Rate = 36%			
			Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
107. The workforce has the job-relevant knowledge and skills necessary to accomplish the organizational goals.	2004	6%	11%	14%	55%	13%	69%	2004	
	2006	5%	10%	18%	58%	10%	68%	2006	
108. Processes and procedures do not interfere with the timely completion of work.	2004	24%	25%	20%	27%	4%	31%	2004	
	2006	11%	23%	22%	39%	5%	44%	2006	
109. The amount of work is reasonable, allowing employees to provide high-quality services and products.	2004	19%	22%	16%	38%	6%	44%	2004	
	2006	16%	24%	19%	37%	5%	42%	2006	
110. Employees have the appropriate supplies, materials, and equipment to perform their jobs well.	2004	14%	19%	12%	44%	10%	54%	2004	
	2006	14%	19%	15%	44%	8%	52%	2006	

Denotes an increase in favorable responses for your data from 2004 to 2006

\*N/A = No comparable item on 2004 survey

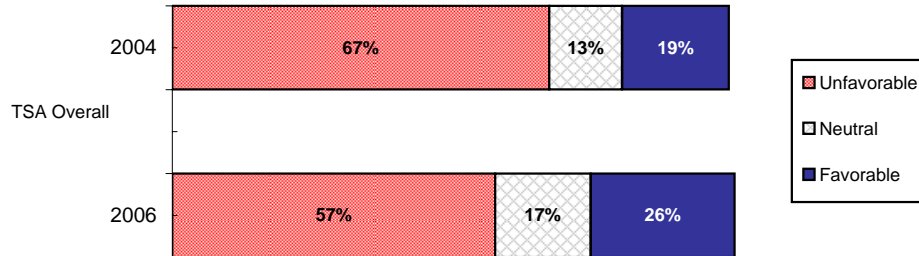
X = No 2004 data available



# TSA Overall

## Organizational Experiences: Dimension Summary Rewards/Recognition

Rewards/Recognition Dimension Comparative Results



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874      Response Rate = 36%						
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
111. High-performing employees receive monetary rewards.	2004	57%	23%	8%	10%	2%	12%	2004
	2006	30%	25%	15%	25%	5%	30%	2006
112. High-performing employees receive non-monetary rewards (e.g., plaques, certificates of appreciation, public recognition).	2004	39%	21%	11%	24%	4%	28%	2004
	2006	28%	25%	18%	25%	4%	29%	2006
113. Cash awards depend on how well employees perform their jobs.	2004	58%	18%	13%	8%	2%	10%	2004
	2006	29%	25%	16%	24%	5%	30%	2006
114. Employees are rewarded for providing high quality services and products to customers.	2004	52%	24%	13%	9%	2%	11%	2004
	2006	28%	30%	20%	19%	3%	22%	2006
115. Supervisors recognize individual and team/group accomplishments.	2004	25%	20%	15%	33%	6%	40%	2004
	2006	21%	23%	19%	32%	5%	37%	2006
116. The process for rewarding and recognizing employees is fair.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	38%	27%	18%	15%	3%	18%	2006
117. Pay raises depend on how well employees perform their jobs.	2004	62%	20%	10%	6%	2%	8%	2004
	2006	49%	24%	13%	11%	3%	14%	2006

Denotes an increase in favorable responses for your data from 2004 to 2006

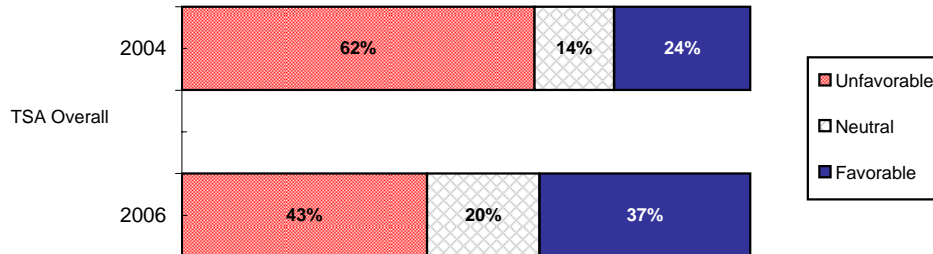
\*N/A = No comparable item on 2004 survey

X = No 2004 data available

# TSA Overall

## Organizational Experiences: Dimension Summary Work Environment/Quality of Work Life

Work Environment/Quality of Work Life Dimension Comparative Results



TSA Overall Response Breakout							Percent Favorable
Total Respondents = 17874				Response Rate = 36%			
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall
118. Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	2004	28%	26%	11%	28%	7%	35%
	2006	24%	25%	14%	30%	7%	37%
119. Programs that encourage good health practices are supported.	2004	51%	30%	11%	7%	2%	8%
	2006	18%	24%	25%	28%	4%	32%
120. Employees are protected from health and safety hazards on the job.	2004	31%	24%	17%	25%	4%	29%
	2006	20%	22%	20%	34%	5%	39%
121. Management in my organization has implemented occupational safety and health and/or workplace injury prevention programs.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A
	2006	19%	20%	21%	34%	6%	41%

Denotes an increase in favorable responses for your data from 2004 to 2006

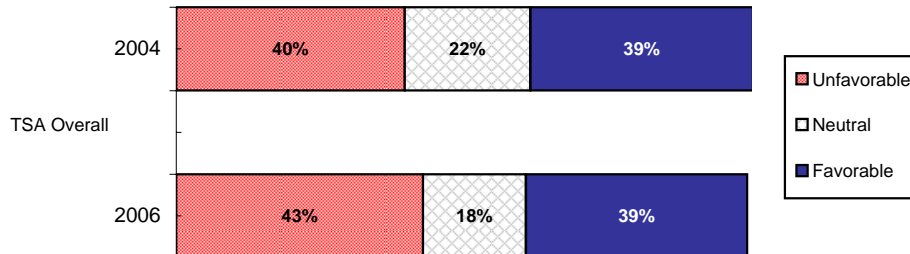
\*N/A = No comparable item on 2004 survey

X = No 2004 data available

# TSA Overall

## Organizational Experiences: Dimension Summary Work and Family/Personal Life

Work and Family/Personal Life Dimension Comparative Results



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874			Response Rate = 36%			
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
122. Programs that help employees balance work and family responsibilities are provided (e.g., employee assistance programs, career and work-life workshops).	2004	28%	21%	18%	29%	4%	33%	2004
	2006	22%	21%	23%	29%	5%	34%	2006
123. Family-related benefits are available to employees (e.g., family and medical leave policies).	2004	8%	7%	14%	62%	10%	72%	2004
	2006	6%	7%	17%	62%	9%	71%	2006
124. Employees are given the opportunity to work at home or on flexible work schedules, when the job permits.	2004	44%	21%	17%	16%	3%	19%	2004
	2006	48%	26%	14%	10%	2%	12%	2006
125. Supervisors/team leaders understand and support the need for employees to balance family/personal life responsibilities with work responsibilities.	2004	22%	18%	22%	31%	7%	38%	2004
	2006	27%	21%	18%	28%	6%	33%	2006

Denotes an increase in favorable responses for your data from 2004 to 2006

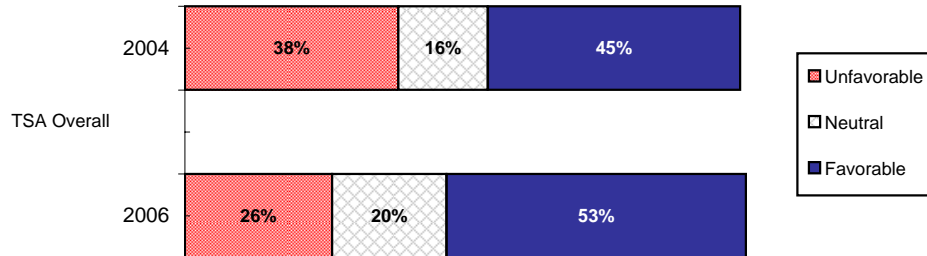
\*N/A = No comparable item on 2004 survey

X = No 2004 data available

# TSA Overall

## Organizational Experiences: Dimension Summary Teamwork

Teamwork Dimension Comparative Results



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874			Response Rate = 36%			
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
126. Employees are aware of what other TSA employees do and how they might work together.	2004 2006	*N/A 7%	*N/A 15%	*N/A 20%	*N/A 51%	*N/A 7%	*N/A 58%	2004 2006
127. A spirit of cooperation and teamwork exists in my immediate work unit.	2004 2006	12% 10%	14% 14%	10% 14%	43% 46%	21% 16%	64% 62%	2004 2006
128. Teams/groups are used to accomplish organizational goals, when appropriate.	2004 2006	10% 9%	14% 16%	22% 24%	46% 44%	9% 7%	55% 51%	2004 2006
129. Cross-functional teamwork is utilized where appropriate.	2004 2006	18% 10%	18% 15%	21% 24%	37% 44%	6% 7%	43% 51%	2004 2006
130. Managers/supervisors promote teamwork in my organization.	2004 2006	*N/A 16%	*N/A 18%	*N/A 21%	*N/A 37%	*N/A 8%	*N/A 45%	2004 2006

Denotes an increase in favorable responses for your data from 2004 to 2006

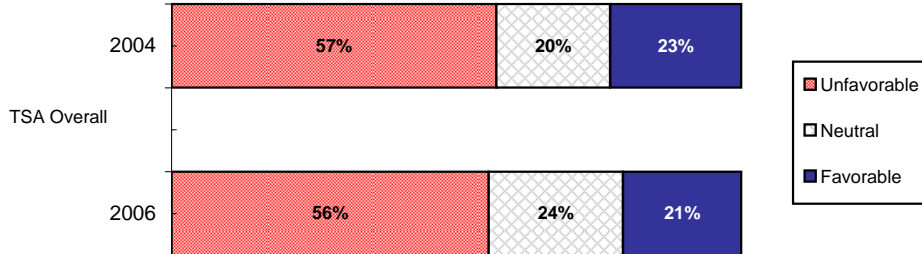
\*N/A = No comparable item on 2004 survey

X = No 2004 data available

# TSA Overall

## Organizational Experiences: Dimension Summary Job Security/Commitment to Workforce

Job Security/Commitment to Workforce Dimension Comparative Results



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874		Response Rate = 36%				
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
131. There are strategies to protect job security (e.g., workforce planning, early retirements and buyouts).	2004	42%	26%	24%	7%	1%	8%	2004
	2006	28%	26%	28%	16%	2%	18%	2006
132. Changes that will impact the workforce are communicated in an effective manner (e.g., policy changes, reorganizations).	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	20%	27%	20%	29%	3%	32%	2006
133. Employees receive training and guidance to develop the knowledge and skills necessary to perform other jobs or to pursue new careers.	2004	44%	30%	15%	9%	1%	11%	2004
	2006	30%	32%	19%	17%	3%	19%	2006
134. Programs that help individuals deal with rightsizing or restructuring are effective.	2004	39%	27%	23%	9%	1%	10%	2004
	2006	31%	29%	30%	9%	1%	10%	2006

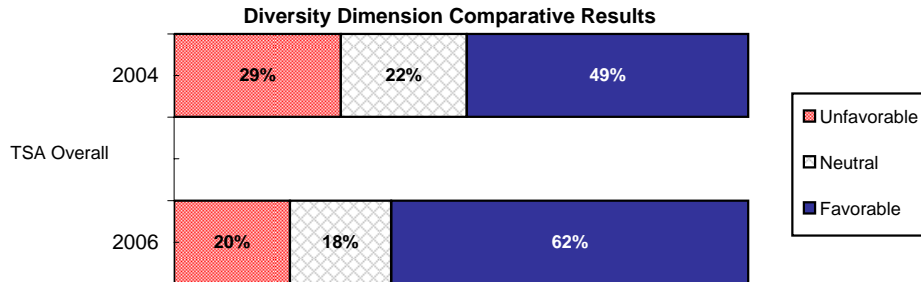
Denotes an increase in favorable responses for your data from 2004 to 2006

\*N/A = No comparable item on 2004 survey

X = No 2004 data available

# TSA Overall

## Organizational Experiences: Dimension Summary Diversity



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874		Response Rate = 36%				
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
135. Differences among individuals (e.g., gender, race, national origin, religion, age, cultural background, disability) are respected and valued.	2004	11%	13%	16%	47%	13%	60%	2004
	2006	10%	11%	17%	48%	14%	62%	2006
136. Policies and programs promote diversity in the workplace.	2004	15%	17%	25%	34%	8%	43%	2004
	2006	8%	13%	27%	42%	9%	52%	2006
137. Sexual harassment is not tolerated in the workplace.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	9%	9%	11%	44%	27%	71%	2006
138. Prejudice and discrimination are not tolerated in the work place.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	10%	12%	14%	41%	24%	65%	2006
139. Managers/supervisors/team leaders work well with employees of different backgrounds.	2004	12%	11%	21%	43%	13%	56%	2004
	2006	9%	10%	19%	45%	17%	61%	2006

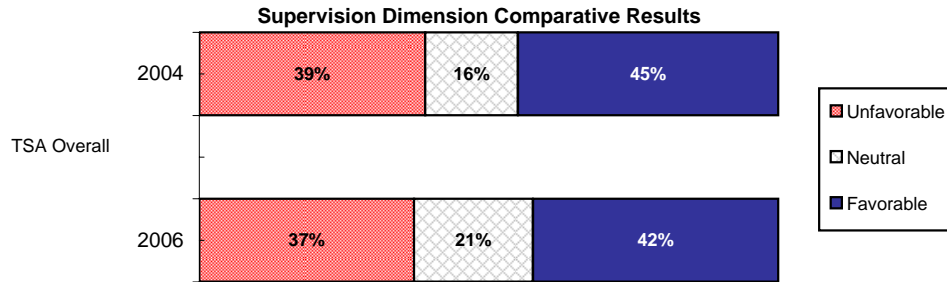
Denotes an increase in favorable responses for your data from 2004 to 2006

\*N/A = No comparable item on 2004 survey

X = No 2004 data available

# TSA Overall

## Organizational Experiences: Dimension Summary Supervision



		TSA Overall Response Breakout					Percent Favorable	
		Total Respondents = 17874      Response Rate = 36%						
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	TSA Overall	
140. Supervisors provide fair and accurate ratings of employee performance.	2004	23%	22%	17%	31%	6%	38%	2004
	2006	21%	21%	20%	31%	8%	39%	2006
141. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	2004	18%	22%	16%	37%	7%	44%	2004
	2006	13%	21%	21%	39%	6%	45%	2006
142. Supervisors/team leaders treat employees fairly and respectfully.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	15%	19%	18%	40%	8%	48%	2006
143. Supervisors/team leaders communicate what is expected of employees in terms of job performance.	2004	13%	15%	14%	49%	9%	58%	2004
	2006	9%	15%	19%	49%	8%	58%	2006
144. Supervisors/team leaders manage conflict within the workplace in an effective and respectful manner.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	16%	21%	22%	35%	6%	41%	2006
145. Supervisors/team leaders use cooperative approaches to solve workplace issues.	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	14%	21%	26%	33%	6%	39%	2006
146. Supervisors/team leaders lead by example through modeling desired practices and standards (e.g., delivering on commitments, being honest and fair, using Model Workplace practices).	2004	*N/A	*N/A	*N/A	*N/A	*N/A	*N/A	2004
	2006	22%	22%	20%	29%	7%	36%	2006
147. There is trust between employees and their supervisors/team leaders.	2004	31%	23%	16%	24%	6%	30%	2004
	2006	26%	23%	19%	26%	6%	32%	2006

Denotes an increase in favorable responses for your data from 2004 to 2006  
 \*N/A = No comparable item on 2004 survey  
 X = No 2004 data available